24 Nov 82

BRIEF 22, VOLUME XXXIV, 15 NOVEMBER 1982

AIR FORCE COMMUNICATIONS COMMAND

AIR FORCE DATA SERVICES CENTER

COQ CIRCULATION SLIP

	INIT	INFO	ACT	FILE
Lt Col Wagner				
SMSgt Carter		X		
TSgt White		X		
SSgt Dokes	JD	X		
SSgt Metz		X		
SrA Graham		X		
SrA Raney		X		

REMARKS:

G

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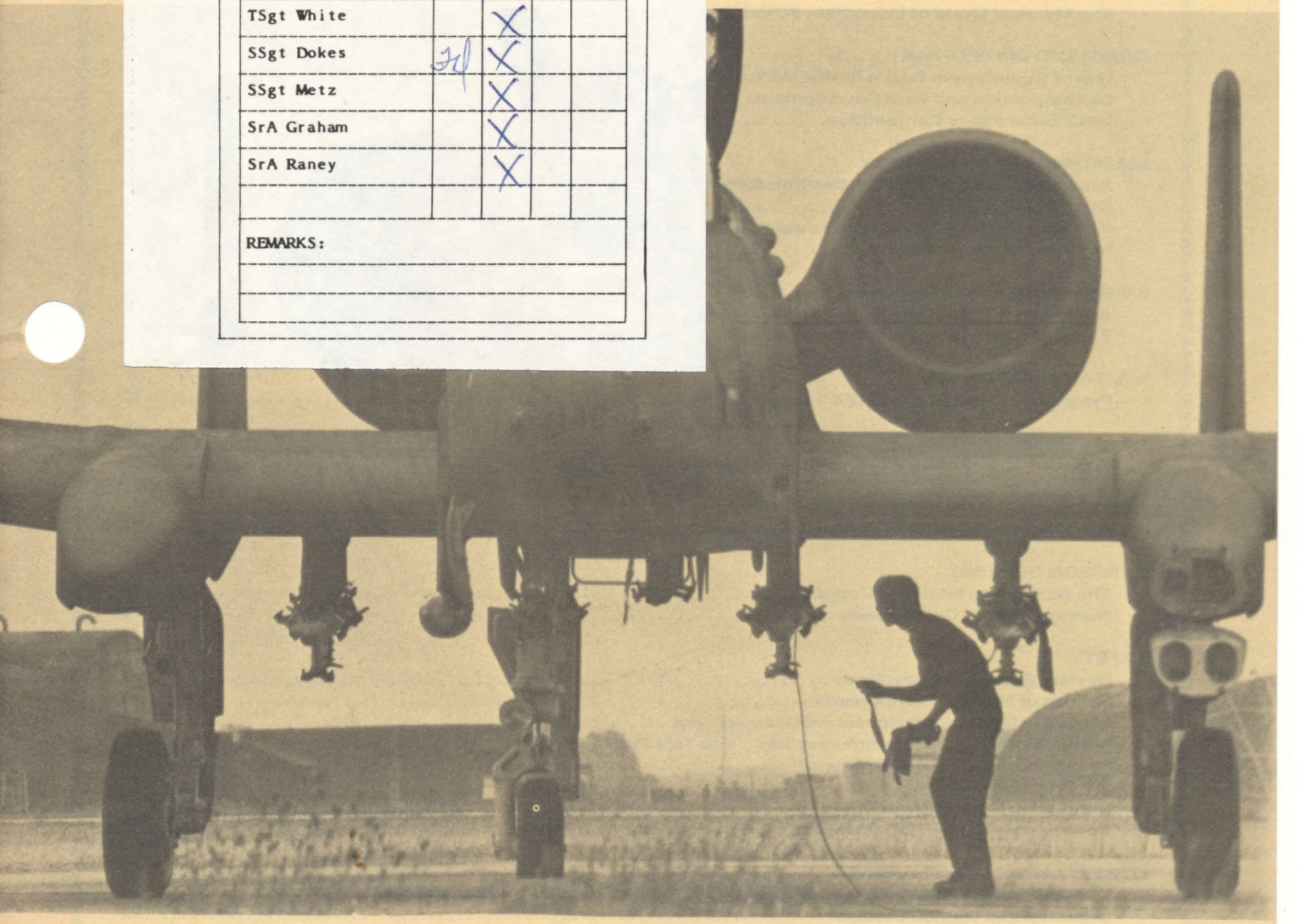
ERAL

United States AIR FORCE 35th ANNIVERSARY
READY THEN READY NOW



A-10, RAF Bentwaters, England.

DON'T MISS . . .

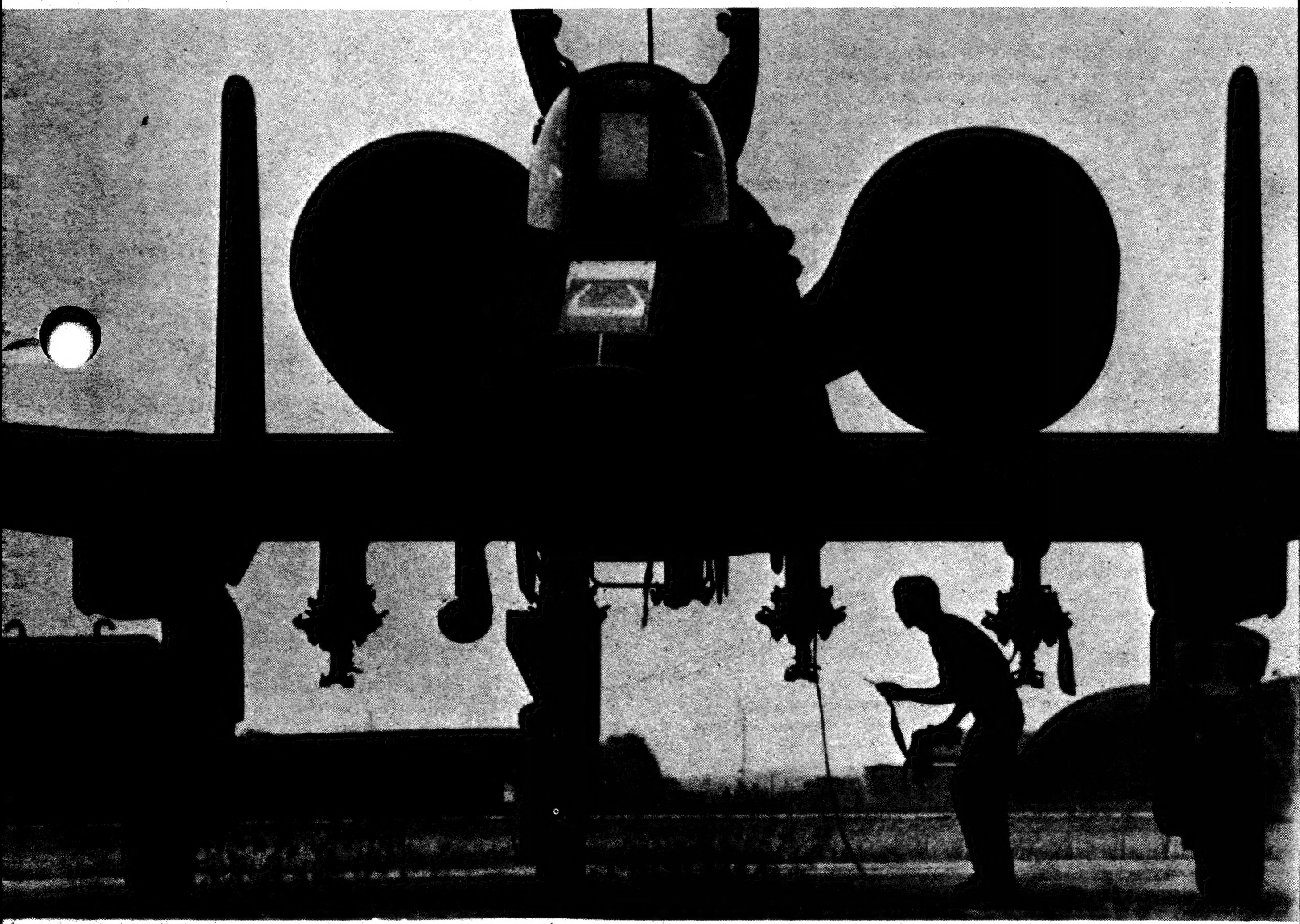
"When people share their fears with you, share your courage with them."
. . . Bits and Pieces

TIG BRIEF 22, VOLUME XXXIV, 15 NOVEMBER 1982

TIG BRIEF

The INSPECTOR GENERAL

USAF 35th United States Air Force Anniversary
READY THEN READY NOW



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TIG Brief 22, Volume XXXIV, 15 November 1982

Air Force activities are encouraged to reproduce the Table of Contents of each TIG BRIEF issue and file them in a quick-reference binder.

A COMMANDER'S THOUGHTS

COMMANDERS' RESPONSIBILITY FOR PROPERTY

Air Force Regulation 67-10 is a short, five-page, easily readable reg. And it should be required reading for every commander. This Supply Regulation is the Law-of-the-Land for us blue-suiters in dealing with Air Force property (it's really "public" property).

". . . Commanders at all echelons are specifically charged with the overall management of property in use or storage at activities under their command . . ." and ". . . are not exempt from pecuniary liability for loss, damage, or destruction of Government property pertaining to their command." Note the word "specifically." These words come from 67-10 and describe another of the routine, magnanimous but mundane, amorphous responsibilities that commanders have.

We have created quite a bureaucracy to help us do our job. Each commander has a VCO, supply custodian, equipment custodians, and a multitude of folks in charge of various warehouses, shop offices, etc. It's easy to lean on these experts in day-to-day operations. Commanders should "lean" on them, seek their counsel, and based on their experience, rely on their advice—but this, in no way, relieves those responsibilities charged commanders. The "buck" goes to the commander at each level.

The business of acquiring property, from typewriters to tractors, seems fraught with politics. It's not what you need, it's who you know; the efficacious old chief who could "scrounge" ice cubes in hell, is worth his weight in gold.

The business of recovering dollars for lost, damaged, or stolen Government property is filled with emotionalism, empathy, and humanitarianism. "He's a good kid. So he crumped a jeep? Let 'Uncle' pay . . ." or "I lost my parka once, too . . ." You would be surprised at the rationale some commanders offer in efforts to relieve or smokescreen liability.

Point is: While it's popular, easy, and the-right-thing-to-do to side with a subordinate in a loss or damage case, there's also a loyalty you owe to that definable American Public who bought and paid for every single piece of gear that we own. For commanders, it's a loyalty not to be taken lightly.

Think about that the next time you adjudicate on a vehicle abuse, accident, or GPLD report.

ORLEN L. BROWNFIELD, Colonel, USAF
Deputy Commander for Resources
51st TFW (PACAF)

PUBLICATION OF NEW ANTITERRORISM REGULATION—HQ USAF

A new regulation, AFR 208-1, "The US Air Force Antiterrorism Program," is currently in publication and should be dispatched to the field shortly. The regulation replaces AFR 124-5, "Protection of Air Force Personnel Abroad from Acts of Terrorism," dated 21 October 1977, and implements DOD Directive 2000.12, "Protection of DOD Personnel and Resources Against Terrorist Acts," dated 12 February 1982.

Appropriately enough, the regulation is the first in the new 208 series which is called "Antiterrorism." Additional publications on this subject will be published as required.

The new AFR 208-1 describes the antiterrorism responsibilities of installation commanders, Major Commands (MAJCOMs), Separate Operating Agencies (SOAs), Direct Reporting Units (DRUs), and of several Air Staff agencies including the newly formed Air Force Antiterrorism Council and Air Force Office of Antiterrorism (HQ USAF/IGT). The many types of antiterrorism expertise available to Air Force commanders from Security Police and the Air Force Office of Special Investigations are enumerated. Additionally, the role of the Air Force Intelligence Service in providing hostage survival instruction, and of the USAF Special Operations School in furnishing in-residence antiterrorism education, are set forth.

Among the responsibilities assigned to MAJCOM and SOA commanders are the establishment of a command office or focal point to coordinate antiterrorism matters. The same commanders are tasked with identifying and designating those personnel, positions, and installations within their organization which face a high risk of terrorist attack and which must therefore be given increased training and protection. Because of the dynamic nature of the terrorist threat, the regulation does not attempt to prescribe a standardized base-level antiterrorism program. Instead, each command and installation confronted by a current threat is tasked with establishing a program tailored to the local situation.

The new regulation emphasizes the distinction between "antiterrorism," meaning those defensive measures which can be taken to reduce the likelihood of a terrorist attack, and "counterterrorism." The latter term is now applied only to offensive actions taken to rectify the situation after a terrorist incident has already occurred. In a sense, then, counterterrorism comes into play only after antiterrorism measures have failed. The objective of AFR 208-1 and the HQ USAF/IGT office is to promote an effective antiterrorism program for the Air Force that meets our needs now and in the future. (Maj Duffin, HQ USAF/IGT, AUTOVON 22-79470) ■

AIR FORCE OFFICE
OF
SPECIAL INVESTIGATIONS

Helping Protect A Great Way of Life

MANAGEMENT SUPPORT SERVICE CONTRACTS: CLEAR POTENTIAL FOR FRAUD—AFOSI

The Department of Defense (DOD) spends about $1.2 billion each year in contracts for management support services. These studies and services range from relatively simple analyses which aid in management decisions to contracts involving complex engineering support services for major weapon systems.

An increasing number of these contracts are being issued by Air Force activities for the performance of these studies and services. The purposes of these studies vary greatly and include such efforts as impact assessments for changes in base status and mission, ecological field studies, mission and program analyses, and evaluations of management information systems. These studies may be contracted for by any level: base, command, or Air Force.

The increased reliance on contractors has required a corresponding increase in contracting activity. Accordingly, there is a continuing need to review the following types of contract-related circumstances for abuse, and even in some cases a potential for fraud:

► Extensive contract awards resulting from unsolicited proposals.

► Significant involvement of former DOD officials and employees in contracts.

► Continuous renewal of contracts without adequate review.

► Instances of questionable need for, and use made of, contract services.

► Improper use of sole-source awards.

► Extensive contract modification.

Past problems have also included the use of consultants to perform work that should have been done in-house, the award of a disproportionate number of contracts at the end of the fiscal year, and the modification of contracts resulting in increased costs and delays in delivery of the end products.

Commanders, managers, and persons involved in contracting for management support services should remain attuned to the potential for fraud and abuse in this area and ask the difficult questions when considering or reviewing these contracts:

> **Could the work be done in-house?**

> **Is the contractor's leading expert a former DOD official and is the effort a continuation of his or her former duties?**

> **Was the contract informally solicited by the program office to circumvent the competitive bidding process?**

> **Does the record suggest prior review of a proposal?**

Questions such as these can help identify or thwart fraudulent or questionable activity in the procurement of contracts. These contracts can be a normal, legitimate, and economical way to satisfy an organization's mission. However, serious problems have been documented with regard to occasional fraudulent or abusive contracting practices.

If you suspect irregularities in contracting functions or would like more information concerning indicators of fraud, you should contact your servicing Air Force Office of Special Investigations unit. (Lt Foreman, AFOSI/IVFS, AUTOVON 297-5426) ■

RESTRICTED AREA FREE ZONES—AFISC

Projects to construct or repair facilities or equipment within restricted areas must involve the security police in the planning stage as well as when the project is underway. The use of free zones may seriously degrade security unless adequate planning has been accomplished. Continuing contact between security police, civil engineering, and contracting offices at the base level is essential to involve the security police in the planning before work in the restricted area commences.

When the scope of the project is such that escorting workers is inappropriate, a well-defined and secure free zone should be established. Planning for use of a free zone should include:

- Construction of an elevated barrier (rope and stanchion, fencing, etc.), combined with surveillance over the boundary which provides a capability to detect unauthorized entry into both the restricted area and free zone.

- Development of operating instructions for the security forces and the personnel assigned duties within the area.

- Notification to the contractor on contractor-free-zone responsibilities.

- Designation of entry control procedures by the base security council.

Amplification of free zone requirements is contained in chapter 6, AFR 207-1(C), "The Air Force Physical Security Program." (Lt Col Kelley, AFISC/IGAS, AUTOVON 876-7023) ■

THE MYSTICAL WORLD OF INSPECTION SCHEDULING—AFISC

Some of you may believe that all major inspections are scheduled by using a dart board. Not true! Let's take a look at the scheduling of a Nuclear Surety Inspection (NSI), which is normally conducted as part of an Operational Readiness Inspection (ORI). Your Major Command inspector general (MAJCOM IG) scheduler will program your unit for a "wring-out" every 14 to 16 months (not more than 18 months), and the Field Command, Defense Nuclear Agency (FCDNA) inspectors will evaluate a nuclear unit every 4 to 5 years.

Prior to an inspection, several actions must be taken:

◆ Contact the MAJCOM staff to resolve any conflicts resulting from another planned visit(s) to your unit during the selected timeframe.

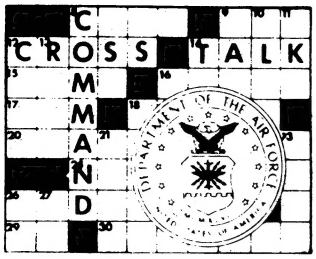
◆ Send inspection information to Headquarters, Air Force Inspection and Safety Center (HQ AFISC) via the trusted agent system.

◆ If another MAJCOM's nuclear unit is stationed at your base as a tenant, contact that MAJCOM to make sure there are no scheduling conflicts.

◆ Coordinate FCDNA inspections with the Directorate of Nuclear Surety (Det 1, AFISC/SN).

If you think scheduling isn't a problem, consider the following. Base X is scheduled for an ORI, and there is a tenant on base that has a nuclear commitment. The MAJCOM sets a date for a no-notice ORI, and HQ AFISC is notified through the trusted agent system. The base conducts the scheduled ORI, and then the tenant unit's MAJCOM IG hits them with an ORI 2 weeks later. Two weeks after that, FCDNA conducts a notice Defense Nuclear Surety Inspection. Result: Base X has to contend with three major inspections in a 6-week period. (This actually happened!) This problem could have been avoided if the two MAJCOM IGs had talked with each other before scheduling the inspections. Additionally, the FCDNA inspection should have been taken into consideration by both MAJCOM IGs.

The bottom line is that schedulers at all levels need to work closer together to improve the lot of our troops in the field—and that goes for all of us! If there is a question or a problem, pick up the phone or send a message. That's the purpose of the trusted agent system. If you have to change a scheduled ORI/NSI, let everyone concerned know as soon as possible. (Maj Harris, AFISC/SNIW, AUTOVON 244-1363) ■



Cross-Talk is a management tool available to Air Force commanders and supervisors as an aid in identifying problems and offering solutions. Those items written by inspectors are usually based on extracts of inspection findings at various Air Force installations or activities. Cross-Talk also passes on good ideas from lessons learned. If you had a problem and developed a solution or technique you feel is worthy of Air Force-wide dissemination, please forward it to AFISC/CSS, Norton AFB CA 92409. Your input should explain who, what, where, when, why, and how. Be sure to include your name, rank, office symbol, and AUTOVON number. ■

USE OF GOVERNMENT FUEL IN RENTAL VEHICLES—HQ USAF

An interim change to AFM 67-1, "USAF Supply Manual," now authorizes individuals on temporary duty (TDY) status to use Government fuel from base service stations in commercial rental vehicles. The vehicle operator must present a copy of the travel orders authorizing the rental car and the lease agreement at the time of fuel servicing. The fuel issue will be made on AF Form 1994, "Fuels Issue/Defuel Document." The vehicle operator should retain Copy Two of the issue document and attach it to the travel voucher to show use of Government fuel.

At the present time, the Air Force does not have an agreement with the Army and Navy to permit refueling at other Services' installations. Such interservice support is being requested. (Mr Moss, HQ USAF/LEYSF, AUTOVON 22-76613) ■

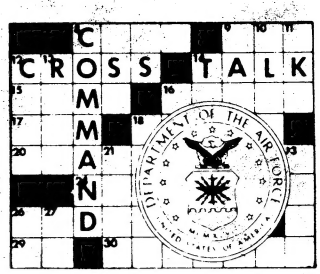
SELF INSPECTION AND GOAL DEVELOPMENT: A ROADMAP—ATC

We do not allow our pilots to get into an "airplane" to go somewhere without planning and filing a **written flight plan**, which tells where they will **start**, where they will **stop**, and what **route** they will take to get from start to stop. On the other hand, we do allow our military managers to get into a "position" to go somewhere without planning and filing a **written goal plan**, which tells where they will **start**, where they will **stop**, and what **route** they will take.

We too often see people ". . . become so engrossed in activity that they lose sight of its purpose . . . ," as George Odiorne explains the "activity trap." While activity may make things move, it is not effective movement unless there is a purpose for it, i.e., a goal, objective, target, or result.

If we want to go from Point A to Point B, we have to know where Point A is—**a reason for self inspection**—to identify where to **start**. Our regulations may well determine where we need to **stop**—Point B—and to some extent, what **route** to take. If we want to make full use of the results of a self inspection, we must take corrective action, the completion of which should be a goal. Neither a self-inspection checklist nor goal plan are absolute documents. They are changeable and they provide a roadmap, as of a certain date.

A goal plan can help you **effectively move your organization** toward accomplishing the mission. It is a tool for survivability and success. So, develop and use a written self-inspection program and goal plan, and start today. (Lt Col Morgan, ATC/DA, AUTOVON 487-4474) ■



IRA C. EAKER ESSAY COMPETITION—ATC/AU

Air University Review is pleased to announce the winners of the second annual Ira C. Eaker Essay Competition:

First-Prize Winner $2000 US Savings Bond and Gold Medallion	"Military Art and the American Tradition: The Vietnam Paradox Revisited," by Lieutenant Colonel Dennis M. Drew, Air Command and Staff College, Maxwell AFB, Alabama
Second-Prize Winner $1000 US Savings Bond and Silver Medallion	"A Judge Advocate Shares His Views on Leadership," by Colonel Edward J. Murphy, 15th Air Base Wing/Judge Advocate, Hickam AFB, Hawaii
Third-Prize Winner $500 US Savings Bond and Bronze Medallion	"Deterrence and the Strategic Imperative," by Major Raymond C. Harlan, 90th Strategic Missile Wing, F. E. Warren AFB, Wyoming
Distinguished Honorable Mention	"The Air Force Officer Corps in the 1980s: Receding Professionalism," by Lieutenant Colonel Donald R. Baucom, Airpower Research Institute, Maxwell AFB, Alabama

HONORABLE MENTION CERTIFICATES

"Special Action Forces: Do We Need Them?," by Captain Michael E. Haas, 1st Special Operations Wing/Director of Operations, Hurlburt Field, Florida; "A Warrior's Ethic," by Captain Garald L. Barber, 52d Tactical Fighter Wing, 81st Tactical Fighter Squadron, Spangdahlem AB, Germany; "What About Logistics?," by Captain Andrew J. Ogan, Air Force Logistics Management Center, Gunter AFS, Alabama; "The Sturdy Child: American National Security in the 1980s," by Major Joseph E. Justin, The Rand Corporation, Santa Monica, California; "The Warrior and the Pachyderm," by Captain David W. Keith, Military Studies Division, USAF Academy, Colorado; "The Need for Leadership by Example," by First Lieutenant Thomas J. Murphy II, USAF Regional Hospital, Sheppard AFB, Texas; "Clipped Wings: The Loss of Airborne Superiority," by Captain Carl K. Yorita, United States Air Force Reserve, Medical Corps, Honolulu, Hawaii; "Spacepower Doctrine: An Afterthought?," by Major Peter A. Swan, AFIT Student, University of California, Los Angeles, California.

Competition is open to all active members of the regular Air Force, Air National Guard, Air Force Reserve, Air Force Academy and AFROTC cadets, and Civil Air Patrol.

The objectives of the Ira C. Eaker Essay Competition are to encourage the development and open discussion of innovative air power ideas and concepts in a dynamic and interactive forum, much as General Eaker and his colleagues approached the challenges in developing air power in the '30s and '40s. **Air University Review** is proud to have been a part of this very significant competition honoring the continuing achievement of General Ira C. Eaker and to memorialize the indomitable martial spirit of General Eaker and his colleagues.

We gratefully acknowledge the generosity of the Arthur G. B. Metcalf Foundation for funding this essay competition by a permanent grant through the United States Strategic Institute of Washington, DC, and look forward to next year's contest with great enthusiasm. (1Lt Thomas, Assistant Editor, **Air University Review**, Maxwell AFB, Alabama 36112, AUTOVON 875-2773) ■

ANCIENT PARACHUTE CORD CREATES PERSONNEL SAFETY HAZARD—AFLC

Defense Personnel Support Center (DPSC) tested samples of parachute cord from four shipments made by American Cotton Yarns against contract DLA 500-79-D-0012, which resulted in all samples failing the breaking strength and core requirements of MIL-C-5040. The contract called for 3,470 spools of Type III, breaking strength 550 pounds, parachute cord, olive drab. Laboratory analysts were able to positively determine that samples tested were more than 25 years old. MIL-C-5040 requires the yarn used to fabricate the cord shall be no more than 2 years old on date of delivery of goods to the first receiving point.

The Defense Industrial Supply Center (DISC-SF) issued Government Industry Data Exchange Program (GIDEP) SAFE-ALERT, MD-S-82-01, to notify all users that parachute cord delivered under contract DLA 500-79-D-0012 possesses a potential safety hazard and all material delivered under this contract should be removed from use. Potential uses of this cord are for personnel and cargo parachutes, and life rafts.

All Air Force bases should inspect their supply of parachute cord, NSN 4020-00-246-0688, MIL-C-5040, and remove from their supply any cord manufactured on the listed contract.

San Antonio Air Logistics Center (SA-ALC) Engineering and Reliability Branch/MMIR 201420Z Jul 82 message to all Air Force life support organizations, notified of above defective cord, and the Aircraft Commodities Section/MMIRC is identifying the equipment that uses MIL-C-5040 cord. SA-ALC Materiel Analysis Branch/MMEA is contacting the yarn manufacturer and parachute manufacturers to determine if any equipment using this defective cord has been delivered to the Government. When information is available, it will be sent to all military activities and GIDEP. (Mr Greenwood, AFLC/SA-ALC/MMEAA, AUTOVON 945-8888) ■

DOG SHIPPING CRATES—AFLC

Air Force bases having military working dogs are not returning Department of Defense (DOD) Dog Center shipping crates when they receive dogs from the Center. These crates are the property of the DOD Dog Center and must be returned to the Center immediately. (A proposed revision to AFR 125-5, "USAF Military Working Dog (MWD) Program," requires the return of crates within 10 days of receipt.)

Nonreceipt of the crates greatly hampers the Center's mission. We do not have sufficient crates on hand to send for new dogs to enter the program or to send trained dogs to using activities. If an Air Force base has a need for crates for any special or mobility mission, that base should order them through their normal supply channels. (M[illegible] Edwards, AFLC/SA-ALC/DSK, AUTOVON 473-4291) ■

AIR FORCE RECOVERABLE CENTRAL LEVELING SYSTEM (DO28)—AFLC

In 1975 a technique to project a greater depot buy and repair requirement for a larger number of Air Force-managed recoverable items was introduced through the Variable Safety Level (VSL) computation in the (DO41) Recoverable Consumption Item Requirements System. However, to achieve the optimal fill rates made possible by the VSL, it was also necessary to optimally distribute available assets. To achieve this, a DO28 Air Force Recoverable Central Leveling System was approved for development in 1977.

The objective was to provide centrally computed stock levels on selected recoverable items to Air Force retail activities. Benefits of the system were anticipated to be an optimum allocation of requirements to minimize expected base back orders, alignment of user computed requirements with worldwide wholesale computed requirements, and improved visibility and control by Inventory Management Specialists. The DO28 system will operate monthly at each Air Force Logistics Command Air Logistics Center (ALC). Levels provided by the system will become the requisitioning objectives for peacetime operating stock at Air Force retail activities.

The system was production tested for approximately 300 items managed at the San Antonio Air Logistics Center (SA-ALC) beginning in October 1980. Results were evaluated by DO28 monitors from HQ USAF, HQ AFLC, SA-ALC, participating MAJCOMs, and the Air Force Data System Design Center. They approved a service test for the same items beginning January 1981.

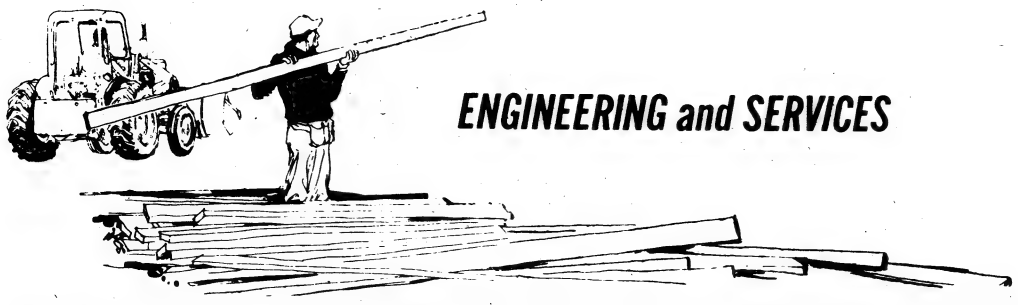
The service test was expanded in October 1981 to include all items managed at SA-ALC. Results were considered satisfactory and AFLC-wide implementation was scheduled in two phases—items managed by Oklahoma City and Ogden ALCs on 1 July 1982, and by Sacramento and Warner Robins ALCs on 1 August 1982. (Mr Brun, HQ AFLC/LOMCS, AUTOVON 787-3025) ■

MUNITIONS SUPPORT PLANNING—AFISC

A recent visit to several Tactical Air Forces' wing-level units revealed that insufficient emphasis is being placed on munitions support planning for wartime tasking. The need to properly organize and plan for munitions breakout, buildup, and delivery to the flightline is well recognized. However, development of flow plans, manpower requirements, and equipment lists had not been accomplished due to insufficient data provided to functional managers, insufficient direction from logistics planners, and lack of knowledge of how or where to begin by some managers.

Munitions managers should discuss their data requirements with senior supervisors, obtain guidance on available data and recommended formats from log plans experts, and assemble the most knowledgeable technicians to develop the plans that support the unit tasking.

Every chain of activity is only as strong as its weakest link. We, as munitions managers, should make sure that our weakest link in wartime capability is not the lack of good munitions support planning. (Lt Col Canfield, AFISC/IGBMW, AUTOVON 876-3332) ■



ENGINEERING and SERVICES

APPLIANCE MANAGEMENT—AFISC

Who is responsible for Government-owned quarters appliances such as dishwashers, freezers, gas/electric ranges, refrigerators, and microwave ovens?

Budgeting and funding responsibilities are functions of how the appliance is classified. All appliances installed, or in use, in military family housing are classified as real property installed equipment (RPIE), while appliances placed in all other quarters, with few exceptions, are classified as equipment authorization inventory data (EAID). The using organization or agency budgets and funds all initial EAID appliances, while the base civil engineer (BCE) budgets and funds all RPIE initial buys. After initial issue, the BCE is also responsible for the repair and replacement of all EAID quarters appliances. However, accountability is retained by the using activity or individual through the use of a Custodian Account/Custody Receipt Listing (CA/CRL) or other user receipt documents.

Recent inspections which reveal the lack of familiarity with the appliance management system have resulted in using agencies' budgeting, funding, and procuring replacement appliances, a responsibility of the BCE. Also, using agencies were not coordinating with the BCE prior to initial appliance acquisitions.

The Air Force annually spends millions of dollars on appliances and, considering the size of its investment, it is too important a program to be managed on an indiscriminate basis. Yet all too often, appliance management receives little attention. Personnel responsible for appliance management should review chapter 17 of AFR 85-1, "Resources and Work Force Management." (SMSgt Buckley, AFISC/IGAE, AUTOVON 876-7023) ■

SERVICES CASH CONTROLS—AFISC

How often have you stepped back and taken a serious look at your cash controls? Many people who work with cash on a daily basis, handle procedures routinely, and occasionally become lackadaisical in the enforcement of controls. Several such cases were recently disclosed in the services area:

► One case involved a supervisor who did not verify on a daily, weekly, or monthly basis the monetary amount collected against the amount deposited with the accounting and finance office. The supervisor left an individual unsupervised to manage the accounting section. The supervisor stated he was too busy with other duties to closely monitor the individual.

► A second case involved a supervisor who allowed an employee to prepare deposits and sign the cash control checklists designed to reveal irregularities. The supervisor was not providing independent verification and routinely allowed the employee to verify the checklist.

► A third case involved a supervisor who also failed to verify the accuracy of cash deposits. The supervisor verified only the draft deposit report instead of the original deposit report. The person responsible for preparing and typing the report changed the deposit figures on the draft deposit report.

In all three cases, a supervisor's inattention to detail resulted in a significant amount of lost Government funds. A simple verification check by the supervisor could have prevented these losses. Air Force regulations define in strict detail the proper procedures to follow in cash collection and deposit of funds. Supervisors, take time, step back and review daily cash collection activities. (Lt Co Neff, AFISC/IGAE, AUTOVON 876-7023) ■

PREGNANCY IN THE 46- AND 316XX CAREER FIELDS—AFISC

Women who work closely with nuclear weapons (46- and 316XX career fields), and their supervisors, should be aware of the Air Force policy regarding exposure of pregnant women to ionizing radiation.

The National Council on Radiation Protection and Measurement (NCRP), in Report No. 39, cited studies which state that the embryo or fetus is much more sensitive to penetrating radiation than adults are, particularly during the first 3 months after conception. The NCRP recommended that the total dose of radiation during the entire period of gestation **be kept as low as practicable and never exceed 500 millirems**. The Air Force policy, consistent with the NCRP recommendation, was published in a letter from HQ USAF/SGPA to ALMAJCOM/SG/DP, dated 26 April 1978, subject: "Occupational Exposure of Fertile Women to Ionizing Radiation."

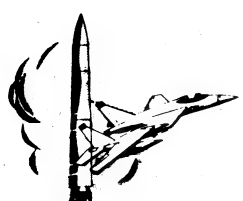
Briefly, the policy is not to arbitrarily remove pregnant women from their duties. Instead, each pregnancy must be considered on a case-by-case basis, using a careful decision-making process. First, women who could be exposed to ionizing radiation should be advised of, and should fully understand, the NCRP's recommendation. If a woman becomes pregnant, she should inform her supervisor immediately. Based on this notification, the decision process can begin.

Does she need to be taken totally away from the duties she was performing before the pregnancy? Can the manager afford to lose her in that area, or will she be just as useful performing other duties? Is she actually receiving a dosage that could be harmful to the embryo or fetus? Obviously, the manager or supervisor is not qualified to answer all of these questions. The people capable of analyzing this complex problem are assigned to the local Air Force medical treatment facility.

The Bioenvironmental Engineer (BEE) (assigned or consulting) can evaluate the workplace environment for its potential hazards to the pregnant woman. Then, with the help of the BEE and Environmental Health Officer, the woman's attending physician can determine what tasks the woman should be able to perform during pregnancy—with the safety of the unborn child the primary concern.

Air Force Regulation 160-12, "Professional Policies and Procedures," provides medical service policies for management of pregnancy and addresses the **total** working environment for the pregnant woman, including not just the effects of ionizing radiation but also such conditions as exposure to chemicals and physical stress.

It is important to emphasize that communication is the key action to successful implementation of this policy. Communication between the woman and her supervisor, and between the supervisor and the local medical staff, is essential in ensuring the health of the unborn child. Communication doesn't begin with the announcement of pregnancy. Supervisors need to establish prior contact with the local medical staff so that the lines are open for prompt, effective implementation of these policies. (2Lt Reeve, AFISC/SNAW, AUTOVON 244-0176) ■



SUPPOSE THEY GAVE A WAR AND NOBODY CAME—AFISC

As we visit various units to conduct Functional Management Inspections (FMIs) and Over-The-Shoulder Inspections (OTSIs), we often find that, while unit planners expend much time and effort developing mobility and deployment plans, they often overlook the development of indepth employment plans to support their wartime tasking. Contingency planners in many units are not sufficiently familiar with the myriad of operations plans (OPlans) that detail their unit's wartime tasking. Additionally, Major Command (MAJCOM)-developed designed operational capability (DOC) statements do not always reflect current unit capability to support existing OPlan tasking.

These DOC statement inconsistencies and the lack of detailed knowledge regarding unit OPlan tasking hinder contingency planning and degrade the unit's readiness to accomplish its wartime mission. Unit status and identity reporting (UNITREP) accuracy can also be reduced.

Now is the time to review your unit's wartime tasking to insure that it is accurately reflected in your contingency planning documents. Before you begin, you should realize that indepth preplanning cannot be accomplished in a vacuum at only one level of command or by only one functional discipline. Planning requires coordination up and down the chain of command, and extensive teamwork among experienced, multidisciplined, mission-oriented, action officers at all levels. These planners must set aside functional parochialisms to optimize readiness and sustainability.

An OPlan review should include a comprehensive evaluation of total mission requirements. The evaluation should include a review of certain key elements, such as the commander's concept of operations, employment locations, tasked unit type codes (UTCs), sortie rates, and host-nation support agreements. The review can also be enhanced by conducting site surveys of the employment locations. This will allow you to determine facility and utility availability, communications requirements, war reserve material (WRM) prepositioned resources, and other support requirements. Facility and resource shortfalls identified during the survey can be referred to the appropriate agency for resolution.

Preplanning cannot identify all possible contingencies. But, experience has shown that it is better to develop plans before an emergency rather than under "crisis-management" conditions. When an OPlan is implemented, it should serve as the baseline and provide the flexibility to facilitate the rapid development of alternative courses of action.

Get started now. Become familiar with your unit's wartime tasking. Identify planning inconsistencies and resource shortfalls that impact mission accomplishment and take action to resolve them. Develop realistic employment plans that will support your unit's wartime mission. Lastly, insure your current combat capability is reported to higher headquarters through UNITREP. Commander's estimates must adequately address all factors that will impact mission accomplishment. The action you take today could spell the difference in mission success or failure. (Maj Coon, AFISC/IGQB, AUTOVON 876-5011) ■

ARCHITECT-ENGINEER (A-E) CONTRACT NEGOTIATIONS—TAC

Prior to commencing negotiations for A-E services, Defense Acquisition Regulation (DAR) 18-108.2 requires that the contracting officer obtain an itemized cost breakdown from the civil engineering activity "in the same detail as if the Government were submitting a proposal." This estimate is then used to form negotiating objectives.

When we finally receive the contractor's initial proposal, we compare each proposed element of cost to our estimates (keeping in mind the 6 percent fee limitation imposed on the Title I services). This comparison encompasses every element identified on the A-E proposal, including engineering and drafting costs (hours and dollars), typist and reproduction costs, travel, profit and overhead, and any other elements in the proposal which represent a cost.

Any element which shows a significant difference between the objectives and the A-E proposal should be brought to the attention of the engineer, preferably at the pre-negotiation conference. Those elements which the engineers cannot justify or which warrant further discussions are the main points to be negotiated at the negotiation conference.

Cost elements which do not show any significant differences, and on which the contracting officer is reasonably sure the A-E and base engineer understand each other, can be accepted. As always, after negotiations are concluded, the negotiation memorandum must explain which elements were negotiated and the result. Remember, the reason we go to all the trouble of obtaining a cost breakdown is so we can evaluate and negotiate elements of cost. Negotiating simply the "bottom line" (price analysis) is not normally applicable to A-E contracts. (Capt Murphy, TAC/IGIRC, AUTOVON 432-5061) ■

THE AEROSPACE MEDICINE COUNCIL—AFISC

Medical facility commanders are responsible for promoting and maintaining physical and mental health in Air Force occupations and environments, and for assessing the effect of Air Force operations on health and environmental quality. These are the objectives of the Aerospace Medicine Program (the Program) which receives its guidance from the Aerospace Medicine Council (the Council) whose responsibilities are described by AFR 161-33, "The Aerospace Medicine Program."

The initial requirement of the Council is to establish objectives in support of the Program which specify guidance for its entire spectrum of operation. Input should be solicited and submitted from nonmedical sources to ensure all base needs are met. These should include, for example, the following agencies: the fire department, life support functions, civil engineering activities, and school and child care center health programs. The disaster preparedness functions, and other areas where environmental, occupational, or preventive medicine/public health disciplines are used and monitored, should also be included.

The list of objectives is then analyzed by the Council to formulate a prioritized schedule of activities. This will result in an annual, quarterly, monthly, and/or weekly schedule, depending on the number of activities necessary to ensure the most comprehensive Program possible within available resources. Items which cannot be completed on an annual basis should be so identified. An office of primary responsibility (OPR) should be assigned for each scheduled item. The Council and OPR are responsible for ensuring the scheduled items are properly accomplished and well documented. The annual reviews of objectives and schedule of activities must be included as part of the Council minutes. This fulfills the requirement to plan and coordinate all Medical Service activities participating in the Program.

USAF directives require formal agenda meetings be held at least quarterly. For maximum efficiency, all meetings should have an agenda developed and distributed in advance, which includes the schedule of activities, open items, and new business items for all Council activities. Agendas should be included in the minutes.

Council minutes must document events of the meeting with sufficient information on the topics discussed. Items must be left open or closed; and when closed, there must be an accurate and complete description of the corrective actions taken. Open items should have an OPR assigned and suspenses indicated. If the Council meeting and flight/missile medicine staff meetings are held at the same time, be sure minutes are kept in a way that readily identifies the separate requirements of each.

Proper management of the Council is the major factor in conducting an effective Aerospace Medicine Program. A properly composed list of objectives will ensure all aspects of the Program are accomplished. The overall operation of the Aeromedical/Aerospace Medicine Services will benefit from this methodology, and the need for crisis management will become minimal. (Lt Col Suter, AFISC/SGMB, AUTOVON 876-7854) ■

NURSING SERVICE COMMITTEES—AFISC

Nursing committees are established to ensure quality assurance is accomplished and patients are provided optimal nursing care. To facilitate attainment of these goals, several nursing committees are currently required by AFR 168-4, "Administration of Medical Activities." There are four general managerial parameters that we routinely think of for well structured, productive committees:

- The **purpose** must be clearly defined.
- **Responsibility** must be delineated and understood. What is expected?
- On what **authority** can they act or how is corrective action to be implemented?
- **Accountability**: To whom does the committee report? When? How is feedback obtained?

These written criteria should be developed prior to establishing any Medical Treatment Facility (MTF) committee—regardless of the facility size. In small hospitals and Air Force clinics, many patient care-hours are lost to nursing committee meetings. These meetings often become nonproductive discussions due to a lack of direction and/or misunderstanding of the committee's responsibility. One very visible consideration to improve the effectiveness of these committees in the small MTF is to combine several committee functions into one nursing service management committee. The minutes for a combined committee must be kept in a way that readily identifies the separate requirements of each function.

For example, a combined committee format might include: Part I, Nursing Management; Part II, Nursing Practice; and Part III, Quality Assurance. This format provides nursing management an opportunity to plan an active role in the review and evaluation of nursing care. The key to the effectiveness of this committee is a comprehensive agenda, published and distributed in advance, and active involvement by the entire membership. Minutes must be promptly completed and forwarded through the local approval channels for actions on recommendations. Identified problems will then have been noted, priority determined, solutions implemented, and followup scheduled. This approach will eliminate many lost hours, improve the productivity of the committee meetings, and become an effective management tool for many small MTFs. (Col Boyd, AFISC/SGMA, AUTOVON 876-6855) ■

SAFETY

Resource Conservation Through Accident Prevention

SYSTEM SAFETY PROGRAM PLANS—AFISC

An effective system safety program—we all recognize that should be our bottom line. With good thought and planning we can arrive at that bottom line. That good thought and planning is reflected in the System Safety Program Plan (SSPP). MIL-STD-882A and AFR 800-16, "USAF System Safety Program," provide the requirements for establishing and implementing system safety programs. These documents, coupled with Data Item Description DI-H-7047 (dated 29 Nov 1978), provide the guidelines for preparing SSPPs.

A review of SSPPs prepared by USAF contractors and approved by Air Force program offices indicates that shortcomings exist in many of the plans. The inadequacies run the gamut from failure to scope the safety programs properly to a simple "boiler plate" plan that parrots statements from the military standard.

We must become critical of the SSPPs we review and withhold approval of such plans until appropriate revisions are made. The contractor should be receptive to constructive criticism. A cosmetic approach to the system safety program plan will not get us to the bottom line. (Lt Col Morrison, AFISC/SESD, AUTOVON 876-4104) ■

SEALING OF NUCLEAR COMPONENTS—AFISC

The latest revision to AFR 122-5, dated 13 September 1982, has been retitled "Sealing of Nuclear Components." Although the title has changed (from "Safety Wiring and Sealing"), it is still basically the same regulation.

The title was changed because the Positive Enable System (PES) sealing procedures for the Minuteman system were added to the regulation. Additional changes include a requirement to ensure that appropriate personnel are aware of the distinctive marking or serial number of the seals and a general update to incorporate current terminology. (NOTE: The sealing requirements in AFR 122-5 apply only to those items specifically referred to in the nuclear weapon system safety rules.) (Maj Williams, AFISC/SNSP, AUTOVON 244-0141) ■

EXPLOSIVE ORDNANCE DISPOSAL (EOD) EQUIPMENT—AFISC

A recent explosives mishap involved an RR-119 flare which ignited when two EOD technicians attempted to install the safety pin. One of the mishap recommendations was that shooting glasses or similar eye protection be provided to all EOD personnel. The glasses were worn by the EOD technician nearest the flare when it ignited, and the glasses prevented a serious eye injury.

Existing Tables of Allowances (TAs) already contain provisions to afford eye protection for EOD personnel. Full-face shields and industrial goggles are authorized by TA 016. Shooting glasses are authorized by TA 456.

This equipment is at local and/or Major Command option. We believe it might be worth looking at how your EOD personnel are equipped, obtaining equipment if needed, and insuring its use when appropriate. Serious injury could be averted as a result. (Maj Fontana, AFISC/SEV, AUTOVON 876-3137) ■

CONVERSATION VERSUS COMMUNICATION: 'YOU TALK TOO MUCH'—AFISC

As an active Air Force pilot, I have attended many monthly flying safety meetings and have often heard comments about how, during flights, aircrews failed to communicate, resulting in cockpit confusion, unnecessary delays, and even mishaps. Failure to communicate can cover many situations, but my particular point is that failure to communicate is often caused by too much conversation and not enough communication.

Learning when not to talk is just as important as learning what not to talk about. We don't want aircrews to be talking constantly about what is going on and what they observe out the cockpit window, if it doesn't pertain to the task at hand. If this continues, after awhile no one pays attention to what is really being said. If you "turn off" people who talk too much on the ground, the same happens in the air. This can lead to a dangerous situation. The cockpit is no place to be discussing your personal problems, the stock market, or your favorite sport.

Be a professional; demand it from your crewmembers. Use standard terminology, avoid unnecessary interphone use, and monitor those radios. Leave the socializing on the ground. A few years ago, a popular pop song started off by saying, "You talk too much, you worry me to death." Don't let this be you. (Lt Col Gallardo, AFISC/SEP, AUTOVON 876-2244) ■

EMERGENCY EQUIPMENT SHORTAGE?—AFISC

Would you send your crews on a mission without emergency equipment? It happens more than you think. For instance, when an aircraft is sent to depot for periodic maintenance, aircraft acceptance inventories frequently show that aircraft are flown into depot without the proper number of smoke masks, oxygen cylinders, crash axes, etc. The aircraft has flown one flight without emergency equipment, and it will fly another when it leaves depot.

If the safety of crews and aircraft isn't enough motivation to install proper emergency equipment, then let's talk about fraud, waste, and abuse. When emergency equipment is missing, the contractor provides his or her own emergency equipment to fly the functional checkflight and charges the Air Force for its use. The contractor, in effect, rents equipment to the Government. This extra cost is not provided for in the periodic depot maintenance (PDM) contract cost. That sum is a wasteful expenditure of funds which should be precluded by proper configuration of depot inputs.

Air Force regulations and technical orders task Major Commands to insure that depot aircraft are properly configured. For both safety and economic reasons, depot inputs are not the place to make up for unit shortages. (Maj Meikel, AFISC/SEFB, AUTOVON 876-3416) ■

IS IT PRIVILEGED INFORMATION?—AFISC

Aircraft, missile, and nuclear mishap reports are designated Limited Use reports because they contain privileged information which was gathered at the direction of The Inspector General, US Air Force, for the sole purpose of mishap prevention.

To encourage frank and open exchange of information between mishap investigators and persons with knowledge of the mishap, a promise of confidentiality is given. This promise is backed up by a claim of executive privilege for the applicable portion of the report, and mishap documents must be marked, "This is a privileged document. See AFR 127-4 for restrictions." Documents so marked may only be released by the Headquarters, Air Force Inspection and Safety Center (HQ AFISC), as prescribed by AFR 127-4, "Investigating and Reporting US Air Force Mishaps."

There are some logical exceptions to the rules regarding privileged information:

◆ Combined Class C Mishap—Category I Materiel Deficiency Reports are not Limited Use reports and claims of privilege cannot be made—even if they involve flight, missile, or nuclear mishaps. These combined reports are limited to mishaps involving materiel deficiencies and the claim of privilege is not appropriate. In addition, they are not "For Official Use Only."

◆ Messages which only refer to a mishap for which privilege is claimed may only be designated Limited Use if they actually contain privileged information. For example, orders assigning investigators to a mishap board are not privileged and should not contain Limited Use markings.

Incorrect use of Limited Use and Official Use Only markings is damaging to our efforts to maintain executive privilege for those reports which do contain Limited Use information. Litigants may use these incorrectly marked reports in their attempts to convince courts that other reports marked as Limited Use must also be released. In addition, some important materiel deficiency information may be withheld from contractors because the reports are incorrectly marked.

Paragraphs 2-5 and 3-9B(2), AFR 127-4, and section III, TO 00-35D-54, provide information on privileged information and combined reporting. Take a look at that mishap report. Is it privileged information? (Lt Col Graham, AFISC/SEV, AUTOVON 876-3137) ■

COMBINING COUNCIL MEETINGS—AFISC

Can the nuclear surety council (a requirement of paragraph 23, AFR 122-1, "The Air Force Nuclear Safety Program,") be merged with the unit safety committee or council required by AFR 127-2, "The USAF Mishap Prevention Program"? Yes, it certainly can! In fact, paragraph 16-5c(3) of AFR 127-2 states, "Nuclear surety council meetings held in accordance with AFR 122-1 may be combined with meetings of other unit safety councils."

Why such a statement is not also in the current AFR 122-1 has been lost in the memories of previous draft revisers. However, the forthcoming revision to AFR 122-1 will include such a statement. It's important to remember that, if you elect to combine the nuclear surety council meeting with the unit safety committee or council meeting, you must make sure the requirements in paragraph 23 of AFR 122-1 are met. (Maj Waskiewicz, AFISC/SNSP, AUTOVON 244-0141) ■

COMMANDERS: THE FOD PREVENTION PROGRAM NEEDS YOUR MDRs—MAC

Foreign object damage (FOD) to USAF aircraft engines results in the loss of hundreds of thousands of dollars each year. An effective FOD prevention program is vital in our efforts to reduce unnecessary expenditures, and the basic element of any good program must be the ability to identify causes. Unfortunately, during 1980 and 1981, we were unable to determine the source of FOD in 45 percent of the mishaps.

Your people should make every effort to identify the source of FOD when investigating mishaps. Unfortunately, not enough safety or FOD investigators in the field have the expertise or equipment to positively determine the foreign object's source. In these instances, you should consider submitting a Category I Materiel Deficiency Report (MDR) in accordance with paragraph 3-9b, AFR 127-4, "Investigating and Reporting US Air Force Mishaps." The MDR system assures several important actions take place that merely tagging the engine and turning it in to Supply cannot:

- A materiel Improvement Project number, which provides a reference for tracking, will be assigned by the Air Logistics Center.
- Shipping instructions will be issued.
- Suspenses will be established.
- The engine will be analyzed by experts with laboratories at their disposal.
- Results of the teardown inspection will be reported to the originator and those addressees listed on the original MDR.
- Data will be provided to the Air Force Inspection and Safety Center (AFISC) for trend analysis. Some may say we don't have enough funds for teardown reports (TDRs) on engines that have been damaged by foreign objects; however, it costs no more because the engines must be torn down to replace the damaged parts anyway. The major difference is the TDR requires expert analysis and reporting, in addition to rebuilding the engine.

Admittedly, the TDR cannot always identify the source of the foreign object. However, when it does, you can take aggressive actions to correct the cause, and thus help to prevent a similar mishap.

Your MDRs may mean fewer undetermined foreign object sources, which translates to an upgraded FOD prevention program. (Lt Col Murphy, MAC/ARRS/SEF, AUTOVON 638-4844) ■

TURN-IN/REDISTRIBUTION OF EXCESS PROPERTY AND THE AIR FORCE SUGGESTION PROGRAM—USAFE

The Air Force Suggestion Program interfaces with a number of programs managed by other directives. Among these programs is the turn-in/redistribution of excess property. Numerous suggestions propose items be returned to Supply because they are no longer needed. Other suggestions propose excess or surplus items be returned to use.

Air Force units are required by regulation to return items to Supply. Other regulations require surplus items be listed and circulated for possible use to insure maximum utilization of property.

As Suggestion Program Managers, we must insure that cash awards are not granted merely because someone complies with regulations and/or exercises normal, routine supply discipline. At the same time, however, we must recognize that some suggestions go beyond normal responsibilities and qualify for consideration of cash awards. Each case must be considered on its own merits.

All aspects of the situation must be explored in determining eligibility and/or the correct method of computing benefits. Take, for example, a suggestion which proposes a generator be returned to Supply because it is no longer being used. Several ramifications of this action must be considered:

► If the suggestion merely caused a generator to be turned in—it is NOT awardable because regulations require excess property to be returned to Supply.

► If the organization expended man-hours to start, oil, and check the generator, the suggestion can be credited with eliminating maintenance costs.

► If the generator took up badly needed floor space and its turn-in provided that space, there would be intangible benefits in that the organization obtained better use of its space.

► If a surplus generator is modified to accomplish a task usually expected from other equipment, and that equipment does not have to be purchased because of the modified generator, the benefits are rewardable.

► If the generator is turned in and reissued to another organization which had a KNOWN requirement but had not reached the point of a requisition, the suggestion can be credited. You must be certain, however, the requisition would have been funded. You cannot save what you were not going to get!

As you can see, there are many facets to this type of suggestion. It is imperative that we remember a suggestion merely causing property to be returned to Supply is NOT awardable. The key is, what happened to the item AFTER it was returned? An item in a warehouse or in a salvage yard is not of any benefit UNLESS IT IS PUT TO USE.

In our present austere environment, with increasing budgetary limitations, we must all work toward stretching the budget dollar to the maximum. Encourage suggesters to submit this type of suggestion. (Mrs White, USAFE/7275 ABG/DPF, AUTOVON 622-3372) ■

UNAUTHORIZED LAUNCH STUDIES—AFISC

Unauthorized launch (UL) studies for ground-launched missile nuclear weapon systems are required by AFR 122-6. This regulation provides guidance for development, distribution, control, and use of nuclear weapon system UL studies. In addition, it provides guidance on assignment limitations for persons who have had access to UL studies.

The Air Force Manpower and Personnel Center has established a special assignment limitation code for people who were granted access to UL studies. Access-granting officials should be aware of this code and of their responsibility to ensure that Air Force personnel who have had access to UL studies are identified by letter to the local consolidated base personnel office. (See atch 1 to AFR 122-6).

Operating command personnel are encouraged to participate in UL study development to ensure that operational conditions are considered, and that the operating command is fully cognizant of any threats. Prudent management of personnel resources is, however, essential and access to UL documents must be limited to personnel with a need to know. (Maj Gunderson, AFISC/SNAM, AUTOVON 244-0488) ■

The usefulness of TIG Brief as a management tool depends on you. Please circulate this publication within your organization to everyone who manages Air Force resources. ■

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